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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
BRAZIL

IPF:(1987-91) $17 500 000

(BRA/90/014) - Training Programme on the Management of International Cooperation Projects

Date of approval:	14 January 1991
Expected duration:	Two years
Proposed executing agency:	Government
Government implementing agency:	University of São Paulo (USP)
Proposed UNDP contribution:	$332 800 Source of funds: IPF
Government cost sharing:	$183 000
Total UNDP budget:	$515 800

Project background

Brazil has accumulated experience in the area of international technical co-peration under various forms and organization schemes since the 1950s. Today, the Brazilian Cooperation Agency (ABC), as part of the Ministry of External Relations (MRE), executes over 80 bilateral technical cooperation projects annually and monitors or evaluates an additional 100 projects. ABC also coordinates the execution of approximately 100 multilateral technical cooperation (TC) projects, with the participation of UNDP, OAS, UNIDO, FAO, UNESCO, UNICEF, etc..

In order to execute this variety of projects, it is necessary to delegate TC activities to research institutions, universities, and public and private agencies in the productive sector. These entities, therefore, require the management capacity to receive and provide technical cooperation. To train staff to formulate and manage TC projects, taking into consideration new global geo-strategic conditions, ABC, MRE and the University of Sao Paulo (USP) have proposed a Training Programme on the Management of International Cooperation Projects. This programme will have a duration of three years and will train at least 100 specialists from public and private agencies involved in international technical cooperation.

Brazilian strategy on international technical cooperation considers TC an auxiliary mechanism of foreign policy; a tool to create entrepreneurial opportunities based on the competitiveness of the national productive sector; a device to strengthen public administration; and a resource to improve socioeconomic conditions through advances in technology and human resources preparation.

Up until the present, there have been no specific training programmes on international technical cooperation. Professionals working in this area, including in the Brazilian Cooperation Agency, have had to rely on practical experience, rather than formal training.

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The project intends to compile and standardize practical experience to consolidate a new stage of knowledge, which can be used for training new professionals. The curriculum planned for the training programme is supported by a survey done on international TC activities and interviews with professionals working in this area. The TC activities studied range from goodwill collaboration to exportation of services, entering into the area of international trade. TC agents in studies come from the foreign service, state or private companies, consortiums and foundations, and state training institutions.

Description of project

The project aims to increase Brazil's overall level of efficiency and efficacy by enabling the country to profit more from international technical cooperation activities. To this end, the project intends to train specialized personnel in the management of international technical cooperation programmes and projects.

The four main outputs of the project are as follows: (a) a collection of reference material, resulting in publication of a book on international TC programmes and projects; (b) the training course itself, which will consist of 240 class/hours and 120 hours of individual studies and assignments; (c) a seminar on international TC in the '90s which aims to define the conceptual framework and operational planning for training in the management of TC projects; and (d) a seminar to evaluate the results of the training programme.

Inputs

UNDP will provide personnel in the form of professors from the University of Sao Paulo and other Brazilian universities, diplomats, executives with related experience, professionals in elaborating bi and multilateral agreements, and professionals from international agencies, such as UNDP, UNIDO, UNESCO, etc.; high-level technical professionals working in international TC agencies, programmes or projects and those preparing for expert or managerial positions, including graduates of international relations studies; and educational staff, representatives of beneficiary institutions, community representatives and other experts engaged in TC.

Installations will be provided by the University of Sao Paulo Faculty of Economics and Administration and the Institute for Advanced Studies. Materials for the course will include a laptop computer, laser printer and software, as well as expendable materials, including computer and photocopy paper, color slides, office supplies and folders for literature.

Financial data

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Personnel	327 900
Equipment	62 000
Miscellaneous	125 900
Total	515 800

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
BRAZIL

IPF:(1987-91) $17 500 000

(BRA/90/030) - Special Programme for Reformulation and
Human Resources Training at SERPRO

Date of approval:	26 March 1991
Expected duration:	Two years
Proposed executing agency:	Government
Government implementing agency:	Federal Data Processing Service (SERPRO)
Proposed UNDP contribution:	Nil
Government cost sharing:	$485 400
Total UNDP budget:	$485 400

Project background

The Federal Data Processing Service (SERPRO) plays an important role in the Brazilian Government's current programme of modernization and rationalization of the federal structure. SERPRO is a public enterprise, subordinated to the Ministry of the Economy, Finances and Planning, that executes information and data processing services for the Government at the federal, state and municipal levels. Some of the agencies that SERPRO works for are the Federal Tax Administration, the National Treasury Department, Federal Goods and Prices Control, the Electoral Court System, the Ministry of Justice and the National Planning Secretariat.

SERPRO has identified a variety of problems in its present institutional make-up that prevent it from performing its role effectively. The enterprise's institutional image is considered outdated, inefficient and unprepared to solve customer's problems. Customer satisfaction has declined due to the enterprise's lack of ability to clearly define and effectively deal with customers' problems, lack of capacity to meet the demand for services while maintaining quality, disorganized and outdated data, and overly expensive charges for services.

Inside the organization, weaknesses identified include slowness in attending to customers and overcoming obstacles; lack of clear direction for actions; a heavy administrative structure, excessively centralized, yet disorganized; lack of an adequate communication system; low level of automation and preference for manpower-intensive, in-house solutions, rather than seeking innovative approaches outside the enterprise.

In order to meet the real needs of government agencies, a new management model for SERPRO has been designed, based on evaluation of outputs. Adopting that model will involve the complete restructuring of the enterprise, its internal management systems, human

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resources policy, production processes, the communication system, customer service policy, the system for estimating prices, and that for staff training. SERPRO's new profile will be characterized by management based on outputs, automation of manual processes, utilization of the latest generation technology, improved products, cost reduction of its services and transformation of labor-intensive tasks.

It is expected that these major institutional changes at SERPRO will make it an effective instrument in the effort to streamline the Brazilian Government. Other intended benefits include the reduction of illegal tax withholding and evasion, improved tax collection system; more timely access to information for government decision-making; and an increased supply of better quality, lower-priced data processing services.

Description of project

The long-term objective of the project is to strengthen and modernise the management and execution of information services rendered to the Federal Government, through the improvement of SERPRO's models, processes, structures and methodologies, especially related to customer service, development of data processing systems and industrial production of information services.

The immediate objectives of the project are to: (a) improve services to SERPRO customers, giving special attention to the clear identification of customers' needs, implementation of appropriate strategies, and improved quality at lower prices; (b) enable SERPRO to keep abreast of and internalize state-of-the-art technology in its services, through reformulation of the enterprise's Technological Policy, training of technical staff in new methods and technologies, and systematic management of services and resources; (c) implement a permanent human resources policy and a training and development model; and (d) train and motivate regular staff and management, as well as integrate employees with the enterprise's goals.

Project activities will include: (a) definition of performance indicators based on expected outputs; (b) implementation of an analysis system to determine the enterprise's position in the market; (c) development of a basic organizational model and a management information system; and (d) definition of the scope and modality of Customer Service; and implantation of systematic evaluation of rendered services.

Inputs

UNDP will provide short-term international consultancy (three man-months) and national professionals (13 man-months) in the areas of human resources, modernization and new technologies; subcontracts in the areas of management monitoring, organizationl reform and implementation of the management model; and group and in-service training.

The Government will provide the direct involvement of SERPRO's entire Directorate and access to the whole organizational structure and all equipment and facilities. Working groups of high-level technicians have been designated for each of the project outputs.

Financial data

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Personnel	180 000
Subcontract	175 000
Training	80 400
Equipment	35 000
Miscellaneous	15 000
Total	485 400

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF BRAZIL

IPF:(1992-1996) $14 183 000

(BRA/91/013) - Support to the Development of Policies and Programmes for the Labour Sector (Preparatory Assistance)

Date of approval:	16 September 1991
Expected duration:	One year
Proposed executing agency:	Government
Government implementing agency:	Ministry of Labour and Social Security
Proposed UNDP contribution:	Nil
Government cost sharing:	$696 000
Total UNDP budget:	$696 000

Project background

The labour sector of the Brazilian Government encompasses a wide range of actions of vital importance for the stability of social relations in the country, comprehending the setting up of rules for the enforce supervision of labour relations; the promotion of safety and health conditions of the workers; the orientation of immigration policies; the definition and implementation of professional training programmes; and the definition of employment, salary and labour market policies, etc.. The Ministry of Labour had, in the past, a strong presence in those areas as ruling agent, having built a strong institutional and legal apparatus to develop that role. The new Constitution, ratified in 1989, as well as the recent technological and industrial development of the country, required a review of the state's role in this sector.

As a consequence, the Government that took office in 1990 launched an Administrative Reform that deeply changed the organizational structure of the Ministry and discontinued the old routines, considered inefficient and obsolete. This process has caused an unavoidable disarticulation between the administrative and operational activities of the Ministry, demanding studies and measures to adjust the Ministry organization structure and work processes to the demands for better public services in the area. In addition to the need to review the Ministry of Labour organizational structure, the new legal order proposed by the Constitution has also required the revision of the basic labour legislation in areas such as labour relations, employment, health and safety condtions, etc.. In light of these factors the Government has requested UNDP preparatory assistance under the present approval.

Description of project

The immediate objectives of the project are to: (a) formulate a technical cooperation project addressed to provide support to the democratization and modernization of the labour sector; and (b) launch an emergency programme for the period 1991 and 1992 to subsidize the administrative reorganization of the National Secretariat of Labour and revise the labour legislation.

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Project activities will include: (a) preparation and approval of the technical cooperation project document; (b) elaboration of proposals for reviewing labour sector legislation and institutional framework; (c) implementation of studies, research and training activities to provide technical inputs to the Ministry of Labour; and (d) formulation of a proposal for a national investment policy aimed at job generation and the design of an information system including data on labour market, employment conditions, labour collective bargaining, worker safety and health conditions, etc.

Inputs

UNDP will provide international consulting services (seven man-months), national consulting services (32 man-months) and administrative support services (40 man-months); travel for the implementation and supervision of studies at the local level; technical support to state government agencies of the labour sector; subcontracts for developing some of the studies and training activities required for the building up of the labour sector institutions; computer hardware, software, and training equipment.

Financial data

	$
Personnel	256 000
Subcontract	250 000
Training	80 000
Equipment	70 000
Miscellaneous	40 000
Total	696 000

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF NEPAL

IPF: (1992-96) $ 77 772 000

(NEP/93/017) - Training for Rural Employment (TRE)

Date of approval:	27 January 1993	
Expected duration:	Five years	
Proposed executing agency:	Government	
Government implementing agency:	Government	
Proposed UNDP contribution:	$ 696 500	Source of funds: IPF
Total UNDP budget:	$ 696 500	

Project background

The Eighth Five-Year Plan (1992-1997) of His Majesty's Government of Nepal accords top priority to the creation of productive employment opportunities. In its Industrial Policy (1992), the Government recognizes the need to "emphasize development of small, cottage and agro-based industries in order to create employment opportunities in rural areas". In this connection, it is specifically proposed to conduct relevant skill development programmes.

The Government, with UNDP assistance, is developing a programme to develop the CSI sector. Its objectives, based on the Industrial Policy, include the increase of employment and income levels in rural and remote areas through off-farm CSI activities. The present TRE project is an integral part of the package of activities proposed under this programme. It is directly relevant to poverty alleviation. By aiming at the provision and upgrading of skill training for rural communities, the project will contribute to economic and social development of these communities and reduce the incidence of poverty in rural areas of Nepal. The shortage of skills has been identified as one of the main constraints affecting the development of the CSI sector. By increasing the number of skilled workers in critical areas, the project will make a substantial contribution to the development of this sector.

Among the various skill development projects that have been active in Nepal, the project (NEP/88/033) Rural Training for Employment and Income Generation Activities (TRUGA) can be singled out as having been particularly active in rural areas. The TRE project will extend the potential of the training methodology demonstrated in the TRUGA project. UNDP funding will provide only a small percentage of overall rural training costs to the TRE project. The TRE project will not have responsibility for the implementation or management of the DCSI and CSIDB training activities. Rather, it will focus on providing technical assistance to increase the efficiency of the national coverage, improve the quality and enlarge the range of programme offerings. The proposed project is thus a highly cost-effective vehicle means to assist the Government in an area which is critical for national development.

Description of project

The project will support the Government's poverty alleviation efforts by supporting its CSI programme through the provision of short-cycle community-based skill training directly linked to economic activities in the local communities.

The immediate objectives of the project are to: (a) strengthen the capacity of the TRE Cells and the District TRE officials of DCSI and CSIDB to extend and effectively implement cost-efficient mobile rural skills training programmes with a high employment impact in all the 75 districts of Nepal; and (b) improve these programmes on a continuing basis, building on an enhance capacity for field-based research, monitoring and evaluation.

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Project activities will include: (a) conducting training activities to familiarize all TRE Cell and District TRE officials of DCSI and CSIDB with the multi-step methodology and implicit employment goals of their activities; (b) equipping DCSI and CSIDB personnel responsible for rural training with the requisite knowledge of current practices and procedures associated with their skill areas; (c) revising training manuals and existing curricula; and (d) collecting and appraising new curricula material to enhance the DCSI's and CSIDB's capacities to deliver cost-efficient rural training with high employment impact.

The availability of credit is a critical post-training input in rural training programmes. Under the project, the already existing revolving fund will be increased, such that the number of beneficiaries of loans can be increased from the current 103 to 250. Through improvements in the selection procedure and follow-up support, the repayment rate, initially to be above 65 per cent, will be steadily increased.

The project will establish a capacity at DCSI and CSIDB TRE to design, implement and analyze monitoring and evaluation activities, to cover quantitative as well as qualitative aspects of TRE training activities.

Inputs

The HMG will provide the National Programme Director, who will be supported by a cadre of senior managers as well as technical staff as counterparts to the project. The Government will provide all administrative and logistic support personnel including premises.

UNDP will provide technical assistance through a two-member team of UN Volunteer specialists, supported by eight work-months of international experts, 12 work-months of national consultants, and administrative support staff (21 work-months; a sub-contract to technically re-enforce entrepreneurial and trainee selection aspects by a local institution; in-country and group-training; office and computing equipment for the TDU, DCSI and CSIDB; as well as production equipment for successful trainees at reduced cost; and miscellaneous costs. The TRUGA Guarantee Fund, renamed TRE Guarantee Fund, will be increased by (US) $ 60,000 to (US) $100,000.

Financial data

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Personnel	325 000
Subcontract	26 000
Training	111 300
Equipment	48 000
Miscellaneous	186 200
Total	696 500

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ENGLISH

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF NEPAL

IPF:(1992-96) $77 772 000

(NEP/92/014) - Bagmati Barrage Gate Supervision, Installation and Commissioning

Date of approval:	1 October 1992
Expected duration:	11 months
Proposed executing agency:	United Nations
Government implementing agency:	Department of Irrigation (DOI)
Proposed UNDP contribution:	$ 416 500 Source of funds: IPF
Total UNDP budget:	$ 416 500

Project background

Given Nepal's extreme geographic and rugged topographical conditions, irrigable land of the country comprises only 13 per cent of the total land surface, i.e., approximately 1.9 million hectares; but, at present only 500,000 hectares of land is receiving the benefit of any sort of irrigation. Nepal is an agricultural country which largely depends upon the agricultural production. Therefore, His Majesty's Government of Nepal (HMG) has given due attention to the development of irrigation systems of all irrigable land of the country.

The Bagmati Irrigation Project is a surface water, gravity fed irrigation system. The system gets the water of the Bagmati river with a barrage immediately South of the foothills. The water will be distributed by Eastern and Western main canals, and by branch canals. The detailed mapping of the land has already been provided under the project NEP/85/036 and will assist in the planning and construction stages of the tertiary canal network. It is imperative that the barrage structure be completed in conjunction with the canal works, before the monsoon of 1993. This will enable DOI to begin organizing farmer-construction work on the tertiary canal. Farmers of Sarlahi, Rautahat and Bara districts will receive direct benefit from this system when completed.

The canal construction work of Bagmati Irrigation Project (BIP) has been planned in two phases. The work of first phase is divided in two stages. The first stage will be completed at the time of barrage commissioning in June 1993, which will cover approximately 30,000 hectares. The second stage will further expand the command area by approximately 45,000 hectares. through the extension of existing canals and construction of additional canals. The work on Phase II is largely dependent on the construction of a hydro dam upstream from the barrage. It is expected that the Bagmati Irrigation project will contribute a 15 per cent increase to the irrigated area in Nepal and will not only reduce the unpredictability of irrigation systems in 75,000 hectares of the Bagmati command area, but will also provide one additional cropping season during the dry month.

Description of project

The immediate objective of the project is to provide consultancy services in the form of an engineering subcontract, for the supervision, installation and commissioning of the Bagmati Irrigation Project (BIP) barrage gates. The project will contribute resources principally for the quality assurance of technical aspects of the construction work carried out by the Chinese contractor for His Majesty's Government.

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Inputs

UNDP will provide consultancy services; an engineering subcontract for the supervision, installation, and commissioning of barrage gates; and miscellaneous costs.

Financial data

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Personnel	7 000
Subcontract	408 000
Miscellaneous	1 500
Total	416 500

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF NEPAL

IPF:(1992-96) $77 772 000

(NEP/92/027) - Supporting Decentralization in Nepal

Date of approval:	29 January 1993
Expected duration:	One year and four months
Proposed executing agency:	Government in association with UNDP/OPS
Government implementing agency:	National Planning Commission
Proposed UNDP contribution:	$ 653 400 Source of funds: IPF
Total UNDP budget:	$ 653 400

Project background

Poverty in Nepal remains widespread as a vast majority of the rural poor continue to be left out of the development mainstream. Over the past three decades, the rural poor's indigenous potential for development has been constrained by the centralized tendency of development efforts by past governments and most donor agencies. In 1992, therefore, more than 40 per cent of Nepal's population continue to live below the poverty line.

The former partyless panchayat government, named after Nepal's traditional village councils, initiated efforts at involving people in the towns and villages in decision-making and resource mobilization to meet their own development needs. They, however, proved unsuccessful since authority remained with the central government and was not decentralized to local level bodies. Since the introduction of a multi-party democracy in 1990, the decentralization framework of Nepal has been gradually consolidated through a series of local-level elections and the adoption of new local government acts, i.e., the Village Development Committee Act, the Municipality Act, and the District Development Committee Act. The thrust of the Government's decentralization policy, as enunciated in the Eighth Development Plan (1992-1997), is to carry out the decentralization of authority from the centre to the sub-national autonomous bodies in a supportive and coordinated manner.

UNDP support to decentralization efforts in Nepal started in 1985 under the project NEP/83/001 which provided advice to the then government in the implementation of the 1982 Decentralization Act. In late 1989, the project (NEP/88/009) Strengthening Decentralized Planning commenced operations. Initially designed to support the then district governing bodies in developing data bases for use in planning and monitoring of development projects, the project's scope was broadened, following the political change of 1990, to include the development of a decentralization policy framework and training of selected government staff under a decentralized structure. The project has extended support to policy formulation and legislation, introduced new ideas in the country's decentralization efforts such as the promotion of the user group (traditional, autonomous problem-oriented group of local people) support mechanism and the use of the Geographic Information System (GIS) for local planning, and provided a basis for the preparation of a national programme on decentralization. An evaluation of the project done in August/September 1992, recommended that a follow-up project be designed to implement the decentralization policy, investigate its impact on the rural poor, and build upon new spheres of decentralization efforts already imitated. As requested by the Government, UNDP assistance will be provided in the decentralization efforts under the present project (NEP/92/027).

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Description of project

The development objective of the project is to develop national policies and practices that will empower the people to gain control over their own development decision-making and resource mobilization. The immediate objectives of the project are to: (a) enhance the capacity of the National Planning Commission (NPC) to formulate, promote and effectively monitor the implementation of liberalized policies in support of decentralization; and (b) assist selected districts in improving rural development management through the implementation of decentralization planning and management methods.

Project activities will include: (a) activating the Planning Unit at the Ministry of Local Development (MLD) and formulating a separate project to provide support to the Unit; (b) preparing guidelines for an operational strategy on user group-oriented rural development; (c) providing training to NPC staff in rural development policy formulation; (d) carrying out action research in support of user group formation and management and applied research on local resource mobilization and management; (e) preparing the UNDP Decentralization Programme Support Document; and (f) operationalizing the NPC GIS Unit.

Inputs

UNDP will provide the services of a chief technical adviser (13 work-months), a GIS consultant (four work-months), three national group leaders, i.e, planning advisor, research manager, and spatial analyst (32 work-months), six national district planning advisors (85 work-months), national technical and administrative support personnel (236 work-months), and their in-country travel; subcontracts for research on rural development institutional issues; available training (fellowships on decentralization policy, in-service training to sensitize the sectoral agency staff to decentralization, and a study tour to a developing country undergoing decentralization), vehicles (motorcycle), equipment (computers); and miscellaneous costs (operations and maintenance costs, reporting costs and sundries).

Financial data

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Personnel	323 600
Subcontract	144 000
Training	56 500
Equipment	63 700
Miscellaneous	65 600
Total	653 400

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF CHINA

IPF:(1992-96) $176 600 000

(CPR/91/420) - Basic Education: Administration and Teaching

Date of approval by the AC:[1/]	9 December 1992
Expected duration:	Four years
Proposed executing agency:	Government (China International Center for Economic and Technical Exchanges (CICETE))
Government implementing agency:	State Education Commission
Proposed UNDP contribution:	$3 000 000 Source of funds: IPF
Government cost sharing:	$ 230 000
Total UNDP budget:	$3 230 000

Project background

China is notable among developing countries for both the absolute size and proportional coverage of its education system. UNESCO estimates primary net enrolment ratios of 100 percent for boys and 95 percent for girls, in 1990. Gross enrolment at the secondary level now exceeds 40 percent. The Government's commitment to education is reflected in the relatively high expenditure on education which, in 1988, was estimated at approximately 12 percent of local, provincial and central Government expenditure. In addition, local communities also make substantial contribution to educational funding.

The laudable advances in educational participation and funding notwithstanding, education in China is currently facing a number of difficult problems. Firstly, the high over-all participation rates in primary school mask substantial educational disparities between urban and rural, majority and minority populations, and between genders. Secondly, the high enrolment ratios do not reflect irregular attendance and very high repetition and drop-out rates in the primary education. It is estimated that fewer than 60 percent of children complete a full (5-6 year) primary cycle.

Following the initiation of economic reform policies in early 1980s, the Government announced in May 1985 its "Decision to Reform the Education Structure". The decision called, among others, for provision of nine years of basic education for all school-age children and education management reform at all levels. The Compulsory Education Act passed in April 1986 sets the target of all children completing elementary school by year 2000, and nine-year basic education by year 2010. The 1985 decision also called for a more decentralized approach to education management and the delegation of management and financial responsibility for schools to provincial and local governments.

[1/] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

Interest as to the quality and equity of education has been heightened by the 1990 World Conference on Education for All held in Jomtien, Thailand. Senior Chinese Government officials attended the meeting at which measures were taken to ensure that EFA objectives are achieved and equal access to basic education programmes prevails in both rural and urban areas.

To facilitate (compulsory education) incremental implementation of nine year basic education, strength vocational and technical education, and renewed emphasis to adult literacy (basic education), improve science and technology education at all levels, and as well as the quality of higher education, introduce new curriculum for primary and secondary schools starting in 1993 and more diversified media of curricular materials (curriculum reform), upgrade teachers to meet minimum qualifications and in-service training to support curricular reforms (teacher training), and improve school conditions and management skills (education administration), the Government requested UNDP assistance under the present approval.

Description of project

The proposed programme will support the plan objectives in the three critical areas of education administration, teacher training and science education. The immediate objectives are to: (a) improve the administration of primary and middle schools and the quality and availability of programmes for training of school administrators; (b) enhance the quality and effectiveness of basic education through curriculum development and training of primary and middle school teachers; (c) improve science education through the development of innovative techniques and materials for middle-school level science subjects; and (d) promote a broader approach to science education, by establishing linkage with the Education 2,000 Science and Technology Literacy initiative. The programme elements will be coordinated and reinforced by a core programme which will be based in the State Education Commission (SEdC) and will ensure necessary linkages and feedback on an ongoing basis.

Five educational institutions and five departments of the State Education Commission (SEdC) will be involved in the implementation of the programme. Although the educational institutions are based in urban areas (Beijing, Zhangzhou, Nanjing, Wuhan), specific targets (up to 50 percent) have been set for training of administrators and teachers from the less developed areas. Likewise, targets have also been set for training of female administrators and teachers (up to 25 percent). In developing curriculum and training materials, emphasis will be given to innovative approaches, particularly with respect to science education.

Inputs

UNDP will provide approximately 45 work-months of services of international consultants; long-term fellowship training for 60 staff members; ten specially designed study tours for 50 staff members; a series of in-country workshops; and computer, audio-visual and printing equipment for five institutions participating in the programme.

Financial data

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Personnel	569 000
Training	1 405 000
Equipment	1 236 000
Miscellaneous	20 000
Total	3 230 000

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF ARGENTINA

IPF:(1992-96) $ 9 455 000

(ARG/92/031) - Support to the Transformation of ENCOTEL into ENCOTESA

Date of approval by the AC:[1/]	25 November 1992
Expected duration:	Twelve months
Proposed executing agency:	Government
Government implementing agency:	Universal Postal Union (UPU)
Government cost sharing:	$ 8 059 800
Total UNDP budget:	$ 8 059 800

Project background

Among the measures taken to stabilize and reactivate the economy the Argentine Government is currently undertaking an ambitious programme of Public Enterprise Reform targeted to privatize most of them and to improve the efficiency and quality of services of those not subject to privatization.

One of the sectors targeted for reform is the telecommunications sector which is suffering from the lack of capacity to ensure the formulation and implementation of sound managerial policies to provide services at a consistently satisfactory level.

Within the telecommunications sector ENCOTEL, as a public enterprise responsible for carrying out the postal and telegraph services, is in a particular critical situation. ENCOTEL has at present 32.000 employees with a network of 5028 offices throughout the country. The volume of dispatches managed by ENCOTEL is 320 millions yearly.

ENCOTEL's performance has greatly deteriorated over recent years. The investment in technology and equipment have decreased together with the public reliance on the services provided by the enterprise.

Within the framework of the programme of the Public Enterprise Reform, the Government commissioned an international consulting firm to provide a technical assessment of ENCOTEL and to make recommendations on the transformation of its financial, managerial and operational structures. During this process consultations were held with potentially interested bidders who all emphasized the need for a restructuring of ENCOTEL prior divestiture.

On the basis of these recommendations the need for strengthening ENCOTEL to manage its

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[1/] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

bidders. In view of the above, UNDP has been requested to provide technical cooperation to assist in this process. Consequently, a two week mission by Universal Postal Union (UPU) was carried out to identify technical cooperation requirements and design the project document.

Description of project

The proposed project is included within the V CP objective of assisting in the overall strengthening of the State's management capacity. It coincides with the Government's priority to rationalize the public sector as a key element in the country's adjustment process.

The development objective of the project proposal is to assist in the restructuring and modernization of the postal services in Argentina.

The immediate objectives of the project are to: (a) redefine ENCOTEL's structure and its general management system; (b)organize management systems in the areas of finance, administration, marketing, quality control and productivity, operations, information and informatics; and (c) develop a human resources system.

Project activities will include: (a) defining and establishing the organizational and functional structure; and (b) organising the financial, administrative, commercial, information and human resources systems.

Inputs

UNDP will provide a total of (US)$ 1,180,000 for international experts and consultants in the fields such as postal distribution, informatics, systems development, quality/productivity, post classification, recruitment and selection, and training; (US)$ 1,348,280 of national consultants in fields such as marketing, human resources, administration, finance, publicity, informatics, etc.; (US)$D 3,450,000 for a subcontract in the fields of visual communication, advertising campaign, market survey and enterprises transformation and sale; (US)$D 1,800,000 for training in the form of study tours, fellowships, group training , on-the-job training, seminars and workshops; and non-expendable equipment; administrative support and local travel; and miscellaneous costs.

Financial data

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Personnel	2 549 800
Subcontract	3 450 000
Training	1 800 000
Equipment	200 000
Miscellaneous	40 000
Total	8 059 800

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DEPT.

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF ECUADOR

IPF:(1987-91) $8 864 000

(ECU/89/516) - Public Management Development Programme

Date of approval:	7 February 1990
Expected duration:	Two years
Proposed executing agency:	UNDP/OPS
Government implementing agency:	National Secretariat of Administrative Development
Proposed UNDP contribution:	$705 000 Source of funds: SPR/MDP- IPF
Total UNDP budget:	$705 000

Project background

Beginning in the 1970s, Ecuador's oil exports financed a process of modernization and economic development. However, the decline in incomes from oil exports and heavy indebtedness caused the economy to decline in the eighties. The situation has been characterized by economic instability, low investment levels, increasing unemployment, inflation and a serious budgetary deficit. In the late 1988, the inflation rate was over 80 per cent and the budget deficit over 15 per cent of GNP. In this situation, the ability of the government machinery to fulfill its functions with efficiency becomes of crucial importance.

The public sector which plays an important role in Ecuador, is criticized for not filling its wide functions in a satisfactory way; as it is described as inflexible and excessively centralized. It is against this background that the Government of Ecuador requested a mission from UNDP to prepare an assessment of requirements for improved management in the public sector. The mission took place during July 1989; and this project is a result of the above-mentioned mission.

The project seeks to address the solution of problems in four main strategic areas: general systems in public administration, public enterprises, personnel administration, and governmental decentralization. Main constraints in these areas refer to: (a) General Systems in Public Administration: lack of regulations for the appropriate functioning of the budgeting, taxation, treasury and accounting systems; and inefficiency in the governmental administrative contracting process, under the State Comptroller's responsibility; (b) Public Enterprises: inadequate governmental policy for public enterprises; multiplicity of structures and legal regulations governing their functioning; (c) Personnel Administration: lack of efficient tools to monitor the evolution of posts and remunerations; and too many legal regulations and inefficient salary policies for the public sector; and (d) Government Decentralization: excessive political, institutional, administrative and fiscal centralization, which prevents an equitable and harmonious development of all regions in the country.

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Description of project

The long-term objective of the project is to increase the efficiency and effectiveness of the country's public sector.

The immediate objectives of the project are to: (a) decentralize the budgeting system, and modernize and streamline the personnel contracting system for the public sector; (b) formulate a governmental policy for public enterprises, rationalizing their organization, functions and regulation; (c) define governmental policies and strategies for the administration of labor relations in the public sector; and (d) design a preliminary plan for deconcentration and decentralization of the responsibilities and functions of the Government's central administration.

Inputs

UNDP will provide the services of a chief technical advisor, expert in financial administration (18 man-months), international experts in public enterprises (18 man-months, decentralization (six man-months) and short-term consultants (2.5 man-months), a national project director (24 man-months) and national consultants in the areas of budget (six man-months), treasury (six man-months), public enterprises (six man-months), and others to be determined (36 man-months); official travel and mission costs; two subcontracts, one to design and implement administrative systems in the Minstry of Foreign Relations and another to carry out a research of labor management in the public sector; computer equipment; and miscellaneous costs.

Financial data

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Personnel	436 000
Subcontract	130 000
Equipment	120 000
Miscellaneous	19 000
Total	705 000

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APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF
BRAZIL

IPF:(1992-96) $ 13 000 000
(BRA/92/028) - Support to the Modernization of Water Supply and Sanitation System

Date of approval by the AC:[1]	25 November 1992
Expected duration:	Five years
Proposed executing agency:	Government (National Secretariat for Water and Sanitation)
Government implementing agency:	Institute of Applied Economic Research (IPEA)
Proposed UNDP contribution:	Nil
Government cost sharing:	$ 7 767 000
Support costs:	$ 233 000
Total UNDP budget:	$ 8 000 000

Project background

The Federal Government of Brazil established in 1971 the National Water Supply and Sanitation Program aimed at developing organizations at the state level for the provision of water and sewerage services. Increasing urban water supply coverage was given a top priority. The Program increased water supply coverage in urban areas from 45 to 83 percent in a 13 year period. These gains were not matched in sewerage coverage which only increased from 24 to 32 percent during the same period.

During the 1980's the sector entered a financial and institutional crisis mainly as a result of inflation and regulated tariffs. The state agencies' debts grew largely and their investment possibilities were severely limited. In an effort to improve the sector's condition, the Federal Government recently transferred the regulatory responsibility for the water and waste sector to a National Secretariat for Water and Sanitation, within the new Ministry of Social Welfare.

Current government strategy for the sector aims at increasing the quality and coverage of water sanitation services, in particular to lower income groups. For this purpose, the National Secretariat for Sanitation has started to modernize the sector's management, to eliminate inefficiencies and to increase the efficacy of the production, distribution and commercialization of the services. Within this framework, a loan was recently negotiated with IBRD to develop a pilot project to: (i) invest in the states of Santa Catarina, Mato Grosso do Sul; (ii) strengthen the capacities of the respective water and sanitation state agencies (CASAN, EMBASA and SANESUL); and (iii) strengthen the sector through the design of

[1] This Fact Sheet reflects the status of the project/revision at the time it was approved by the Action Committee; modifications to the project/revision may have occurred subsequently.

a new legal, institutional and financial framework that enables the Federal Government to fully accomplish its constitutional responsibilities. The IBRD loan has an investment component of (US)$ 242.0 million that will be complemented by the above-mentioned state agencies up to (US)$ 492.0 million, and an institutional development component of (US)$ 8.0 million completely financed by IBRD. UNDP assistance was therefore requested to implement the latter, given its experience in national capacity building and the possibility it offers to enable the Government to use several United Nations agencies simultaneously while maintaining a neutral multisectoral approach.

Description of project

The project will contribute to the national objective of increasing the access and improving the quality of water and sanitation services to the urban and rural population. The immediate objectives of the project are to: (a) develop a new legal, institutional and financial regulatory framework for the sector, as well as a strategy and the necessary instruments for its implementation; (b) prepare a structured and economically justified program for Water Demand Management and Systems Rehabilitation, to be submitted for financing to national and international financial agencies; and (c) strengthen the capacity of the three state agencies mentioned above for the implementation of the investment component of the mentioned IBRD loan.

Inputs

UNDP will provide 126 work-months of international and 420 work-months of national consultants in areas such as regulating models for the sanitation sector, financing policies and mechanisms, taxation policies, investment projects on water management and sanitation systems rehabilitation; subcontracts for components such as alternative private sector participation in the delivery of services, tariff law proposal for the sanitation sector, alternative models for further decentralization and specialized training courses; training in areas such as techniques of economic, financial and entrepreneurial planning; economic evaluation of investment projects in the sanitation sector and environmental impact evaluation; equipment required for training activities; and miscellaneous costs related to the preparation and dissemination of investment and technical cooperation reports.

Financial data

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Personnel	4 788 200
Subcontract	1 935 400
Training	314 600
Equipment	60 000
Miscellaneous	668 800
Subtotal	7 767 000
Support cost	233 000
Total	8 000 000

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INDIANA UNIVERSITY

APPROVAL OF UNDP ASSISTANCE TO A PROJECT OF THE GOVERNMENT OF PERU

IPF:(1992-96) $13 297 000
(PER/92/G31) - Technical Assistance to the Center for Energy Conservation

Date of approval by the AC:[1]	25 November 1992
Expected duration:	Two years
Proposed executing agency:	United Nations
Government implementing agency:	CENERGIA
Proposed UNDP contribution:	$810 300 Source of funds: GEF
Total UNDP budget:	$810 300

Project background

Energy efficiency presently offers the greatest potential to reduce global warming. Reductions in greenhouse gas emissions can be achieved through efficiency improvements in the type of energy source used, the combustion process, and the technology employed. With energy growth rates seven times higher than that of OECD countries, developing countries are faced with soaring energy bills, lower outputs per energy unit and capital requirements that not only surpass their financial possibilities but divert large sums of resources from other necessary and productive investments.

In Peru the growing need for energy services, fueled by rising population, urbanization and energy-intensive industries, has led to energy consumption levels that are rapidly depleting available supplies and forcing the government to become a net energy importer. This has placed a strain on foreign currency reserves and increased the country's vulnerability to price fluctuations in the world oil market. In 1985, the Government created the Centre for Energy Conservation (CENERGIA), a technical and operational entity with NGO status, whose mandate has been to implement the Government's national policies for energy conservation and substitution. (CENERGIA), a technical and operational entity with NGO status, whose mandate has been to implement the Government's national policies for energy conservation and substitution. CENERGIA incorporates in its Board of Directors leaders from the Government, parastatal organizations and the private sector, thereby ensuring their cooperation and active participation.

CENERGIA's energy audits and demonstrations of cost-effective energy saving options in the country's main enterprises have led to substantial reductions in both energy consumption (240,000 barrels of oil between 1989/1990) and greenhouse gas emissions (120,000 tons of CO2). While CENERGIA has achieved successful technical and financial performance, assistance is needed to develop and expand the Center's capacities with respect to energy

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use analysis and the control of greenhouse gas emissions. GEF funding will permit CENERGIA to expand energy auditing to a more diversified range of industries and provide detailed programmes to achieve energy efficiency and reductions of greenhouse gas emissions.

Description of project

The project's main objective is to implement energy-saving programmes in industry and transport to reduce greenhouse gas emissions resulting from energy consumption. This will permit minimum savings of 300,000 barrels of oil equivalent per year during 1993-94 with a corresponding reduction of CO_2 emissions of roughly 150,000 tons annually.

Project activities will target industry and transport for detailed energy conservation audits and environmental assessment studies in order to identify and quantify the potential for savings, the existing levels of greenhouse gases and the energy-saving measures to be implemented. A regional training centre in energy conservation and environmental protection will also be established to transfer the expertise accumulated by CENERGIA to engineers from both public and private sector entities throughout Latin America.

The immediate objectives of the project are to: (a) monitor fuel consumption and greenhouse gas emissions; (b) implement energy conservation programmes; (c) strengthen CENERGIA's technical and training capabilities. The project will identify, quantify and evaluate greenhouse gas emissions in order to define a programme of reduction controls or measures to be implemented by enterprises and to provide a basis for regulatory standards. This programme will be promoted by an energy-saving campaign aimed at private enterprises and the transport sector. In-depth energy audits will be expanded to a wide range of medium to large-scale industrial enterprises along with demonstrations of energy efficient technologies. Companies implementing energy saving measures identified by CENERGIA, will be assisted in finding financing for measures requiring investment. CENERGIA engineers will receive specialized training in the monitoring, control and evaluation of greenhouse gas emissions as well as in energy auditing. This will be facilitated through the establishment of a training centre as well as study tours. Workshops and seminars will be organized for both engineers and senior management to share CENERGIA's technical expertise and the economic and environmental benefits of energy conservation.

Inputs

UNDP will provide short-term experts (22 man-months) in environmental management in industry and transport, instructors for environmental workshops; national experts (144 man-months) in environmental monitoring and energy auditing; one local subcontract to launch a promotion campaign for energy conservation in industry and transport sectors; training (20 man-months) in regional workshops on energy auditing and environmental management; study tours (four man-months) for CENERGIA technical personnel; and equipment.

Financial data

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Personnel	546 000
Subcontract	40 000
Training	110 000
Equipment	99 500
Miscellaneous	14 800
Total	810 300

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